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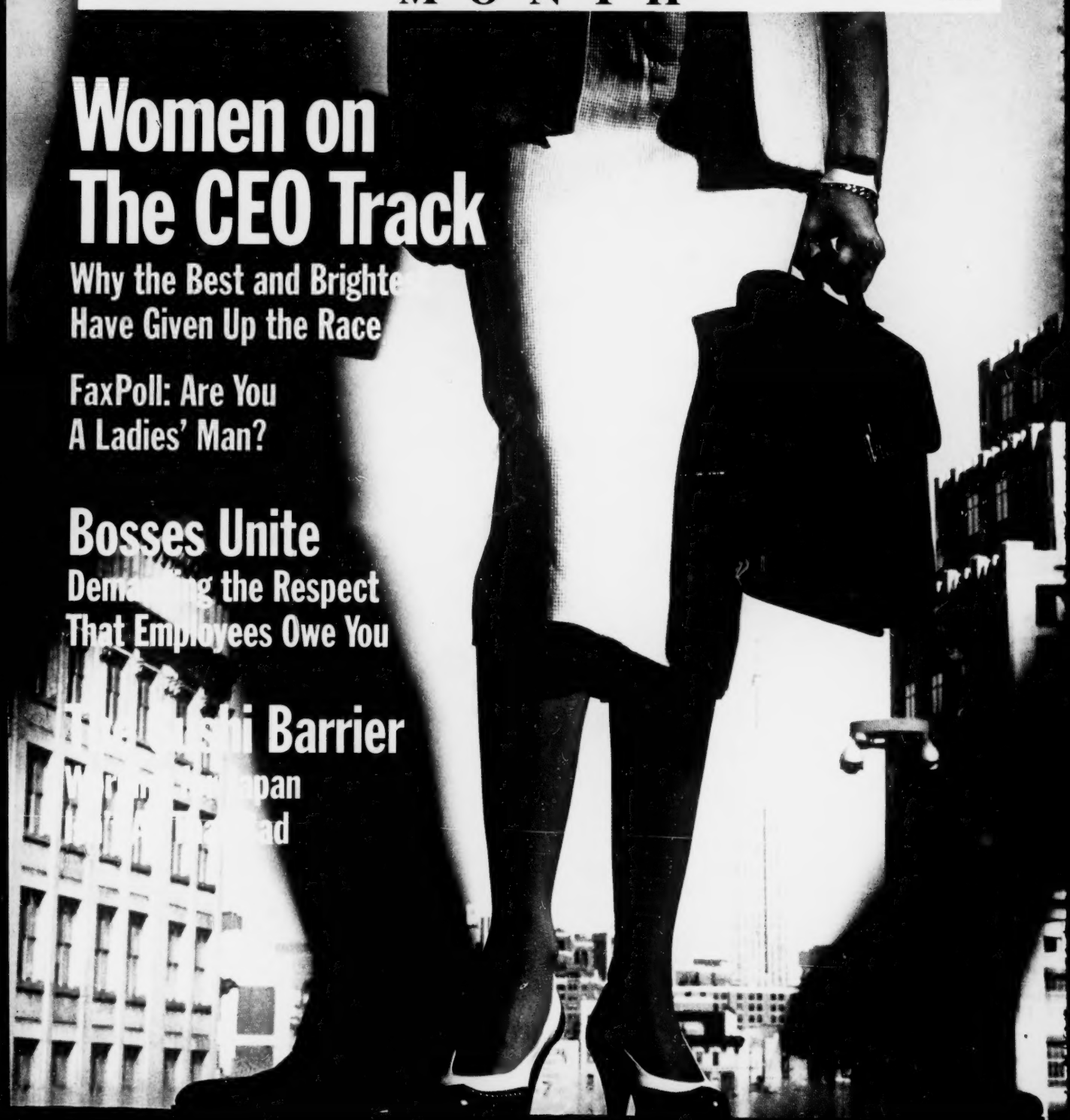

Women on The CEO Track

Why the Best and Brighte...
Have Given Up the Race

FaxPoll: Are You A Ladies' Man?

Bosses Unite

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Women on the Verge

They are the best and the brightest—eight who could be CEO at any one of America's most powerful companies. But they're also women, a fact, they concede, that probably means the coveted top spot will never be theirs. As their stories show, they have hope, but it's for the generation that follows them. *By Mary Billard*

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Cleaning Up a Dirty Image

Finally, it seemed, executives had caught on to the finer points of crisis management. Then came the Exxon oil spills, hurting not only the environment but corporate credibility as well. *By Ben Yagoda*

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Bosses, Unite!

Employers owe things to their employees. Fine. But employees also owe something in return. It's high time for an entirely different Bill of Rights. *By Ben Stein*

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Breaking the Sushi Barrier

You're petrified at the thought of working for a Japanese boss, according to our January FaxPoll. Relax. It may not be as bad, or as different, as you think.

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The Right Tool for the Job

Produce or else! That's what GE's new productivity czar is telling 292,000 employees. But there's no guarantee he can meet the challenge himself. *By Jeffrey Lener*

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Are you a ladies' man? Tell us what you think

ly reserve for our clients. We were, however, a little puzzled by the "outsider's view" that our firm is "still catching up," since Cresap has enjoyed a compound annual revenue growth rate of 41 percent for the last seven years. Suffice it to say that we plan to maintain momentum by continuing to adhere to the approach that Millman appears to advocate in his article: solving problems *with* client management.

RODMAN L. DRAKE
Managing director
Cresap
New York

MORALS AND THE MBA

ALTHOUGH I AGREE WITH MAX M. THOMAS'S conclusion in "Classroom Conundrum: Profits + Ethics = ?" (Speaking Out, February) that ethical awareness must be sponsored by business professionals and educators alike, I take issue with the implication that today's students exist in an ethical vacuum. This is not true at the University of California, Riverdale, where I am an MBA student. I doubt the students are so different at King's College in Pennsylvania.

SUSAN MORRISON
Norco, California

I AM A PROFESSIONAL IN MY EARLY 30S IN the final semester of the University of Louisville's MBA program. Most of the students are working adults. Our values are shared, and ethics in business is a primary concern. However, when I attended an educational seminar in New York this past summer, I found myself among 18-to-20-year-olds, a group with a different set of values.

We were given the scenario of a job interview. The applicant had all the qualifications and offered even more: confidential information on his previous employer's clients. To me, this was wrong, and I said so. The other group members went so far as to suggest he use the information as blackmail. One member pointed out that nothing in the case said it was obtained illegally.

Young people should learn that what is legal may not be ethical. Ideally, their parents and elementary school teachers would have instilled basic values. Still, better late than never.

SHEILA A. GIVIDEN
Louisville

BACK TO THE FUTURE II

BEN STEIN'S "HUMAN CAPTIAL: A CHILLing Fable for America" (January) is a remarkable piece of prose and should be required reading in the guidance departments of our high schools. However, I take issue with one aspect of Stein's fable, namely the assumed illiteracy of Kevin Hanley's ancestor in County Kerry of the 1830s. Of Kerry youth, Sir Robert Peel, a British prime minister of the period, said, "The youth of Kerry go about in rags with volumes of Greek and Latin under their arms."

Now, had our hero been of an English background . . . .

PETER A. MURPHY
Coordinator, Teacher, Welfare Department
Ontario Catholic Teachers Association
Toronto, Canada

BEN STEIN'S OBSERVATIONS HAVE STRUCK a responsive chord. The idea that the "I want my MTV" generation will be responsible for my care and maintenance in my impending dotage scares the hell out of me. Unfortunately, those who would benefit most from the message in your article are those least capable of reading and understanding it.

ROBERT J. CARROLL
Unison Industries
Jacksonville, Florida

BEN STEIN'S ARTICLE IS VERY INSIGHTFUL about an issue we have been trying to address at our school, and his method of explaining its implications is wonderful. The article has made the rounds of writing classes, various staff members, the librarian, and the principal. Students in my advanced writing class were asked to read and critique it. I was not sure what their reaction would be—possible disdain or the belief that it was exaggerated. Both reactions were far from what I got. We have decided that it should be mandatory reading for all!

SUANNE HUFFMAN
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Marion, Iowa

Address letters to Letters Editor, BUSINESS MONTH, *488 Madison Avenue, New York, NY 10022. Or fax 1-800-766-7655. All letters must include the writer's name, address, and telephone number.*

FaxPoll

Get tough on polluters! That was your surprisingly militant stance on the environment. But is your concern just talk? Few readers could cite any positive steps taken by their companies. Such indifference might explain why your response to the poll was lighter than usual.

IMMEDIATE ACTION is what many of you are calling for because you feel we're facing an ecological disaster. Slow down, there's no cause for alarm, said the 26.2% who paid lip service to the problem. On the lunatic fringe: the 1.8% who claimed that industrial pollution is the fiction of radical groups.

Feedback

42%
SAID THEY WASTE ENERGY

36%
SAID THEY FAIL TO RECYCLE

17%
SAID THEY POLLUTE AIR OR WATER

DIRTY SECRETS of corporate America: Nearly 6 respondents out of 10 said their companies were not helping to clean up locally. Why? Let's call it the shrug factor. "Quite frankly, nobody gives a damn," one of you wrote. Sneered another, "Girl Scout cookies are a cheaper, higher-profile cause." And those were the *illuminating* answers. When pressed to explain why their companies didn't get involved, more than half declined to answer or wrote, "Don't know." Lamest of all were the excuses that no one in the community had asked the company to help out.

FaxPoll

DO YOU PLAY DIRTY?

1. Is your company involved in any environmental improvement efforts in your community?
2. What would you do if your company had to meet major cleanup expenses?
3. What is your company's worst environmental offense?
4. What should the Government do to crack down on corporate polluters?
5. How would you assess the magnitude of industrial violations of the environment?

CUT PROFITS to clean up. That's what 40% of you said you'd do about an environmental mess of your company's making. "Pay up and shut up; why should someone else have to foot the bill?" one reader wrote. Not everyone agreed: 24.8% felt the customer should bear the cost, and an equal number thought Uncle Sam ought to help out. Move some place that'll let you pollute, recommended 6.5%. And a dozen or so diehards suggested fighting the matter in court.

NO MERCY for the enemy. Almost 40% of you said the Feds should punish corporate offenders by increasing fines and penalties; an additional 36% favored fining or imprisoning responsible managers. Only 12% felt companies could be brought into line by imposing tougher standards. Nearly 14% had other, more imaginative suggestions, including "disembowel violators," "publish the names of polluters," "subsidize the costs for energy-efficient plants," and "offer protection from foreign competition in exchange for reducing pollution."

72%
say industrial violations of the environment are a national crisis

MARCH FEEDBACK PREVIEW

THE SLOW TRACK

You're not only surrounded by idiots; you're positively overwhelmed by them, judging by responses to our poll on educational handicaps at the office. Even though most of you reject more than half of entry-level candidates, you're still saddled with a poorly equipped work force—managers included. How high up do the problems go? What are your companies doing about it? Next month we'll present the complete story. Meanwhile, are you a ladies' man? Turn to page 80.

salary, and I doubt I could match that as a deejay," he says.

Still, Reina is more of a risk taker than he lets on. In the early days of his deejay career, he butted heads with a senior executive at Campbell. Who exactly, he won't say. "How can a controller be out till one or two in the morning playing records and still fulfill his daily responsibilities?" raved his nemesis. Reina, who was controller of the soup division at the time, knew his management career was in jeopardy, but he decided to try to ride out the controversy. "I couldn't turn back," he says. "And it was none of their business anyway."

Luckily, things broke well. The disagreeable executive was miraculously transferred to another division, and both of Reina's careers took off. His dances got more frequent, his rates climbed a little higher, and he was promoted to controller of financial planning for the entire division. The company hired him year after year as the deejay for its annual Christmas party and summer picnic.

All he needed was a gimmick for his show, something to motivate his audience. He asked Herb Baum, head of Campbell U.S.A., if he could give away the company's promotional items—calendars, playing cards, tote bags, all stamped with the Campbell logo—at his dances. No problem, said Campbell Soup Company. At every dance since then, Reina has interrupted his performance several times to ask the audience a trivia question. Who sang the original rendition of "Blue Suede Shoes"? Or what was Dorothy's last name in the *Wizard of Oz*? The winner receives a Campbell freebie, but perhaps more important, the entire audience hears the same refrain each time: "These wonderful prizes are provided by Campbell Soup, so don't forget to patronize the good old folks at Campbell."

It's hokey, but Reina can't help himself. Campbell Soup has been good to him. His stability there has enabled him to pursue his passion: music. As he eats a bowl of soup for lunch (Campbell's vegetable, of course), he muses: "My deejay work doesn't interfere with my responsibilities here, so I've never felt like I've cheated one career for another. But I love music. Isn't it nice to get paid for doing something you love?" ■

Barbara Hetzer is a staff writer at BUSINESS MONTH.

"The marketing plan said we'd double in size, so Ed in Purchasing—remember Ed?—he got this great volume discount on office furniture."
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